COUNCIL OF ONTARIO UNIVERSITIES
CONSEIL DES UNIVERSITÉS DE L'ONTARIO

For the
RECORD

Vol. 7 No. 3 | Special Edition | December 2004

Meet the members of Council for 2004-2005 — SEE SPECIAL SUPPLEMENT INSIDE

Substantial and sustained investment in universities key to Ontario's global competitiveness

COU response to Postsecondary Review Discussion Paper

[illegible]

In spring 2004, the provincial government commissioned a comprehensive review of the design and funding of Ontario's postsecondary sector, to be conducted by former Ontario Premier Bob Rae and a seven member panel. In his capacity as Advisor to the Premier and the Minister of Training, Colleges and Universities, Mr. Rae has been given the task of "developing a strategic, fiscally sustainable long-term plan for postsecondary education" in the province.

On October 1, 2004, Mr. Rae's Postsecondary Review group published a report entitled [illegible] (available at www.raereview.on.ca), which summarizes findings to date and encourages public involvement in the review process. The report is organized around five key themes in higher education that were explored "to assess our current system, examine other jurisdictions and review challenges." The five themes are ***accessibility, quality, funding, accountability*** and ***system design***.

The Discussion Paper promises that the final report, due in January 2005, will provide "evidence-based" recommendations to government "that are realistic, will make a real difference in both the short and long term and can begin with the 2005 Ontario Budget."

The Council of Ontario Universities (COU) published its response to the Rae review's Discussion Paper on Ontario's postsecondary sector with a renewed call on government to give universities the resources they need to help the province develop the high-skill, high-wage economy toward which Ontarians aspire.

Released on October 2[illegible], 2004 and available at **www.cou.on.ca**, ***A Vision for Excellence – COU Response to the Postsecondary Review Discussion Paper*** combines analysis with specific funding proposals for a university-government partnership to ensure that Ontario has the highly skilled work force and competitive research output it needs for prosperity and global competitiveness.

Following are highlights from COU's responses to the questions posed in the Discussion Paper. Readers are encouraged to read the full COU submission for a comprehensive view of responses to the issues raised in the Discussion Paper.

[illegible]

The enrolment growth in universities over the past decade has occurred while provincial operating grants per student have declined by 25% in real terms, reducing government's share of operating costs from approximately 70% to 50%. At the same time, the contribution from students to university operating costs has increased from 25% to 45%. The provincial government's share in Ontario is among the lowest in Canada.

In today's funding environment, accessibility means two things: first, ensuring that no student is denied access for financial reasons, and second, ensuring that universities have the capacity to offer a quality education to all students seeking admission.

Designing a better student assistance program and restoring flexibility in tuition-setting can help Ontario achieve both these goals. With a solid financial assistance program in place that ensures financial accessibility, all students, regardless of family income, will be in a position to contribute a fair share of their educational costs.

To ensure that university education remains affordable for lower and middle income students, COU has recommended a number of improvements to the Ontario Student Assistance Program. These are outlined on pages 4 and 5 of ***A Vision for Excellence***.

[illegible]

Ontario universities have not left quality assurance to happenstance. All undergraduate programs in the province are subject to periodic, in-depth quality reviews, and the Ontario Council of Academic Vice-Presidents has implemented a scrupulous process for assuring the integrity and validity of undergraduate program quality audits. The Ontario Council on Graduate Studies oversees one of the world's most rigorous processes for the introduction and ongoing appraisal of graduate programs.

"Success" as meaningful measure of quality can evaluate "output" without regard for "input" – that is, the resources available to do the job. Numerous surveys and studies point to what must be in place to ensure high-quality university education for Ontario students and a leading-edge research enterprise. Internationally recognized benchmarks of quality in higher education include:

- High-calibre faculty in sufficient numbers to allow for a meaningful amount of student-faculty interaction (Ontario's student-faculty ratio is the most disproportionate in Canada at 24:1), and a wide choice of courses, programs and graduate research opportunities.
- Well maintained facilities and up-to-date libraries, classrooms, labs and equipment.
- Adequate support staff and services.
- Adequate faculty office and research space.
- Capacity to offer a variety of educational experiences that broaden students' learning experiences beyond the traditional lecture-hall format, such as co-op, labs, technology-assisted learning, small group seminars, senior-year research projects and international exchanges.

Quality requires adequate resources. While the universities have adopted many creative strategies to provide high-level programs with shrinking resources, there is no long-term solution that does not involve additional revenues for faculty recruitment, maintenance and renewal of campus facilities, research (operating, infrastructure and indirect costs) and expansion of graduate intake capacity.

[illegible]

The consequences of underinvestment in Ontario universities and the need for increased government investment have been exhaustively researched and documented, as acknowledged in the Discussion Paper. The province should be willing to commit the funds necessary to revitalize Ontario's public postsecondary system – and this should be done through direct operating and capital support to institutions. Universities need a multi-year funding commitment to ensure that they can offer Ontarians a quality learning experience, a strong research performance, and all the benefits that derive from these. COU recommends that the government:

[illegible] There are thousands of students on Ontario campuses for whom the universities receive no funding (a problem arising from years of government underfunding

continued

funding of enrolment growth. There were an estimated 30,000 unfunded students in the system in 2002-03, representing an operating shortfall of over $150 million. The numbers continue to rise because of increases in graduate enrolment that are not fully funded by graduate accessibility funding.

[illegible] Ontario ranks at or near the bottom in Canada in terms of provincial operating funding to universities, on a per-student basis, on a per-capita basis and on a "per $1,000 of provincial personal income" basis. The per-student funding gap alone is projected to grow from $650 million today to more than $1 billion by 2007-08. Ontario should commit to phase in a $1-billion operating grant increase over the next three years to address for expected increases in enrolment and operating costs over the period.

[illegible] with refinements to deal with the special funding measures introduced in the double cohort period.

[illegible] The government should build toward graduate funding of $776 million by 2013-14.

[illegible] With deferred maintenance costs in the university sector now standing at $1.5 billion, the cost to minimally maintain university buildings has reached $200 million annually. At $27 million annually, the provincial Facilities Renewal Program (FRP) falls far short of the need, nor is there any capital grants program in place for ongoing facilities renewal (as there was before SuperBuild). To mitigate the fiscal impact of increasing FRP funding, COU proposes a multi-year phase-in of FRP grant increases or a 25-year debt financing model. In making this recommendation, COU affirms its support for the infrastructure renewal framework issued by the Ministry of Public Infrastructure Renewal in July 2004.

[illegible] Key funding elements proposed by the Ontario Council on University Research (OCUR) include a commitment by government to:

- Provide sufficient annual funding to the Ontario Research Fund to enable the universities to develop their research capacity to internationally competitive levels.
- Provide full matching funding for Canada Foundation for Innovation (CFI) projects through to the end of CFI's mandate.
- Maintain annual indirect cost funding at a level indexed to cover a minimum of 40% of the direct costs of provincially funded research.

[illegible]

Ontario universities acknowledge the need to demonstrate accountability for the public funds they receive. They assert that any formal accountability framework must reflect:

The universities' legal status as autonomous institutions. The establishing Act of every Ontario university vests control of the institution in a governing board or council, and assigns responsibility for academic matters to a senate or equivalent. The government's 1983 Task Force on University Accountability identified the governing body as the major focus of institutional accountability to the public and to government.

System diversity. Every Ontario university has a distinctive mission appropriate to its size, location and mandated role in contributing to the province's economic and social development. Accountability mechanisms should reflect this diversity by judging universities against their individual missions and the strategic plans they implement to fulfil the economic and social objectives assigned to them.

COU has developed a proposed accountability framework (submitted in full to the Postsecondary Review) that allows an individual university to "customize" the essential accountability mechanisms that are generic to any publicly supported organization – such as governance, management, strategic/business planning, performance indicators, responsibility to stakeholders – to reflect its distinct mission, history and culture. COU recommends that government accept the proposed framework, which strikes an appropriate balance between accountability and autonomy, and work with the universities in its implementation.

[illegible]

COU recommends that the government continue to encourage college-university collaboration through the provision of operating and capital funding that supports the cost of innovative program partnerships, while maintaining the fundamental structure of Ontario's postsecondary system.

For some years now Ontario universities have been working with colleges to create new opportunities for students who wish to combine the benefits of college and university education. Looking around Ontario today we can see universities and colleges who are sharing facilities, campuses and students, and offering a range of jointly delivered/administered programs. More than 200 arrangements are in place to grant advanced standing to qualified students who wish to attend both a college and a university – an increase of 80% in three years.

These achievements are impressive given the challenges involved in creating such partnerships – from setting standards for credit recognition/student transferability between very different types of programs, to financing the start-up cost of custom-designed college-university programs (which typically require a minimum operating investment of $200,000 exclusive of learning resources and equipment purchases).

These initiatives have been facilitated by sound government strategies over the past decade that have encouraged collaboration without changing the fundamental structure of Ontario's postsecondary system. The provision of full funding (since 2000) for incremental undergraduate enrolments has helped the universities to service additional students, including those transferring from colleges. As well, the government's decision to invest a portion of SuperBuild funding in joint college-university initiatives has allowed several new partnerships to proceed without taking space from existing programs.

Collaboration between the college and university sectors is important. It is also important to preserve the strengths of both sectors, through adequate funding, so that both are well-positioned to respond to student demand for quality education. It would not serve the province well to undermine the vital role of colleges in meeting the needs of the vast majority of college students for whom college is the academic path of first choice.

Six Steps Forward Today

The Council of Ontario Universities urges the Government of Ontario to make a substantial investment in university quality – an investment in the province's future – by:

- Providing a robust student financial assistance program;
- Funding all eligible graduate and undergraduate students;
- Increasing operating grants to the average funding per student in the other nine provinces;
- Doubling graduate enrolment by 2013;
- Addressing capital requirements and deferred maintenance; and
- Investing to keep Ontario university research competitive.

Dr. Bernard Shapiro honoured with 2004 Smith Award

The fourth annual David C. Smith Award for Significant Contribution to Scholarship and Policy on Higher Education in Canada was presented to Dr. Bernard Shapiro at a dinner held in Toronto on October 14, 2004. Dr. Shapiro is Ethics Commissioner of Canada, Immediate Past Principal and Vice-Chancellor of McGill University, and former Deputy Minister of the Ontario ministries of Education, Skills Development, and Colleges and Universities.

The award celebrates the distinguished contributions of the late Dr. Smith to scholarship and policy in higher education. To further broaden awareness of these issues, each recipient is invited to speak to a subject related to education and public policy. At this year's dinner, following the presentation of the award by Rev. Mary Smith (Dr. Smith's widow), Dr. Shapiro delivered his address, *Government and Universities: A Challenge in the Formation of Public Policy*. It can be viewed online at www.cou.on.ca.

The dinner was attended by Ken Knox, President of the Innovation Institute of Ontario, Assistant Deputy Ministers Janet Mason from Training, Colleges and Universities, Timothy McTiernan from Economic Development and Trade, and Gabriel Sekaly from Finance, Dr. James Duncan, former President of the University of Waterloo and former Chair of Council, who was the recipient of the 2003 Smith Award, a number of other special guests, and members of Council.

A Strong Ontario Needs Strong Universities.

OUAC services enhance student access and college-university co-operation

Since 1967, the Ontario Universities' Application Centre (OUAC) has offered a Referral Service from June through August that provides current information about university programs that still have spaces available for the upcoming academic year. The service targets secondary school applicants who have not received an offer of admission and wish to amend their application, in which they are assisted by OUAC staff. In 1987, OUAC developed a web version of the Referral Service that gives applicants and guidance counsellors online access to this information. The number of applicants using the service has grown from 13,373 in 2001 to 32,845 in 2004. A record-breaking 53,961 applicants from the first graduating class of double cohort students logged on in 2003.

In 2003, OUAC partnered with the Ontario College Application Services to develop a system for the electronic exchange of college and university transcripts. As of last November, prospective students now enjoy the convenience of requesting both college and university transcripts on one application. By the end of the 2004 application cycle, approximately 40,000 transcripts had been exchanged – 11,094 university transcripts requested by college applicants and 28,914 college transcripts requested by university applicants. OUAC has also developed, in partnership with postsecondary institutions in British Columbia, the infrastructure to support the exchange of transcripts between Ontario universities and B.C. colleges and universities. Although only three B.C. postsecondary institutions are currently sending selective transcripts to OUAC, the potential for future trading partnerships is now greater than ever. In another initiative, OUAC has been collaborating with the Ontario College of Teachers (OCT) since June 2004 on a system that will facilitate the electronic transfer of transcripts from Ontario universities to OCT. The system is slated to go live in early 2005.

OPAS presents 2004 Awards for Excellence in Teaching with Technology

(l-r) Paul McErlean (IBM) with Workplace Award winners Lynn Casimiro and Anne Patry (University of Ottawa).

The winners of the third annual OPAS Award for Excellence in Teaching with Technology were announced at a special luncheon held in Toronto on October 19, 2004.

The 2004 University Award, sponsored by CGI Group, was presented to Dr. Jim Hunt, Professor Emeritus, University of Guelph for his innovative program, *Introductory Physics*. In this category, there was also an Honourable Mention to Dr. Jay Thomson, Associate Professor, Faculty of Applied Sciences, University of Waterloo for his program, *Kinesiology: Life Nutrition*.

The 2004 Workplace Award, sponsored by IBM Canada, was presented to *Consortium national de formation en santé (CNFS) et Centre du cyber apprentissage* at the University of Ottawa for the program, *L'art de superviser des stagiaires*. University representatives, Lynn Casimiro of the Health Sciences team and Anne Patry of the university's Centre for e-Learning, were on hand to accept the award for their collaborative workshop series. Both awards are valued at $7,500.

OPAS (Office for Partnerships for Advanced Skills) established the awards in 2001 to recognize faculty at Ontario universities who have demonstrated outstanding achievement in using technology to enhance their teaching or university students and people in the workplace involved in continual learning.

Council publishes 2002-2004 Biennial Report

COU's new *Biennial Report* details the planning for the double cohort years and the next phase of enrolment expansion, and examines how underinvestment in provincial universities is a key factor in Ontario's lagging productivity. It also details the work of Council during the report's two-year period under categories such as public policy initiatives, studies/surveys and organizational efficiencies.

COU hosts international delegations

[illegible] Representatives of COU, the University of Toronto and York University met with six members of the Shanghai Higher Education Delegation, organized by the Shanghai Association of Higher Education. Discussions included regulation and policy, administration and management, undergraduate and graduate program evaluation, international programs, and key issues such as quality in the context of financing and tuition freezes.

[illegible] Five senior members of the Latvian Rectors' Council met with representatives of COU to discuss such topics as regulation and policy, quality and incentive, graduate education and program evaluation.

[illegible] COU hosted a group of 15 senior university instructors and administrators from Jiangsu province – Ontario's sister province in China. The group was interested in learning more about how universities in Ontario are centrally administered, their interaction with the provincial government and other duties of COU.

Karen Hitchcock new Principal of Queen's University

On July 1, 2004, Dr. Karen Hitchcock became the 18th Principal and Vice-Chancellor of Queen's University.

Before assuming her position at Queen's, Dr. Hitchcock was President of the University at Albany, State University of New York from 1996, having served as Interim President and also as Vice-President of Academic Affairs (1991-97). She also served as Vice-Chancellor for Research and as Dean of the Graduate College at Chicago's University of Illinois, and was Associate Dean for Basic Sciences, Research and Graduate Studies, School of Medicine, Texas Tech Health Sciences Center. Dr. Hitchcock spent a significant part of her career at Boston's Tufts University and served as the George A. Bates professor of Biology and Chair of the Department of Anatomy and Cellular Biology in the Schools of Medicine, Dental Medicine, Veterinary Medicine and the Sackler Graduate School of Biomedical Sciences.

Dr. Hitchcock has published extensively in her field of cell and developmental biology and been the recipient of many grants from the National Institutes of Health. She has also been honoured by several awards including the prestigious National Science Foundation Professorship for Women in Science and Engineering, Marketer of Excellence Award from the New York Capital Region Chapter of the American Marketing Association, and induction into the Capital Region Business Hall of Fame.

Dr. Hitchcock received her BSc in Biology from St. Lawrence University in Canton, N.Y., and her PhD in anatomy from the University of Rochester, School of Medicine and Dentistry. As a Postdoctoral Fellow, she did work in pulmonary cell biology, at The Webb-Waring Institute for Medical Research at the University of Colorado Medical Centre.

Dr. Hitchcock succeeds Dr. William (Bill) Leggett, who retired on June 30, 2004.

Hon. Frank Iacobucci named Interim President of the University of Toronto

On September 1, 2004, the Honourable Frank Iacobucci assumed the role of Interim President of the University of Toronto, and will serve as such until June 30, 2005 or until a new president takes office.

Prof. Iacobucci has a long and distinguished history with the University of Toronto. A member of the university's Faculty of Law from 1967 to 1985, he served as Dean from 1979 to 1983. In addition, he held two vice-presidential positions at the university – Vice-President (Internal Affairs) from 1975 to 1978, and Vice-President and Provost from 1983 to 1985. In 1989, U of T awarded him an honorary degree in recognition of his contributions to the academic discipline and profession of law.

Outside the university, Prof. Iacobucci has held distinguished national roles as Deputy Minister of Justice and Deputy Attorney General of Canada (1987-88), Chief Justice of the Federal Court of Canada (1988-91) and, most recently, Justice of the Supreme Court of Canada (1991-2004).

Among many other activities, he has served as Vice-President of the National Congress of Italian Canadians, Vice-President and Governor of the Canadian Institute for Advanced Legal Studies, and Chair of the Ontario Law Deans. He has received numerous awards in Italy and eight honorary degrees in Canada and Italy. As well, he is an Honorary Fellow of St. John's College, Cambridge.

A native of Vancouver, Prof. Iacobucci received his BA (cum laude) and LLB from the University of British Columbia, and his LLM and a Diploma in International Law from Cambridge University.

He succeeds Dr. Robert Birgeneau, who has been appointed Chancellor of the University of California at Berkeley.

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